

REGIONAL / STATEWIDE ECONOMIC DEVELOPMENT STRATEGIC PLAN

**Alabama-Tombigbee Regional Commission
(Region 6)**

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Camden, Alabama

REGIONAL / STATEWIDE ECONOMIC DEVELOPMENT

STRATEGIC PLAN

ALABAMA-TOMBIGBEE REGIONAL COMMISSION (Region 6)

	Page
I. Introduction	3
II. Opportunities, Barriers, Key Issues	6
III. CBER Regional Assessment	8
IV. Goals and Strategies	9
V. Regional Initiatives / Priorities / Projects - Phase II	13
VI. Implementation / Next Steps.....	17

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Region 6 – Alabama-Tombigbee Regional Commission

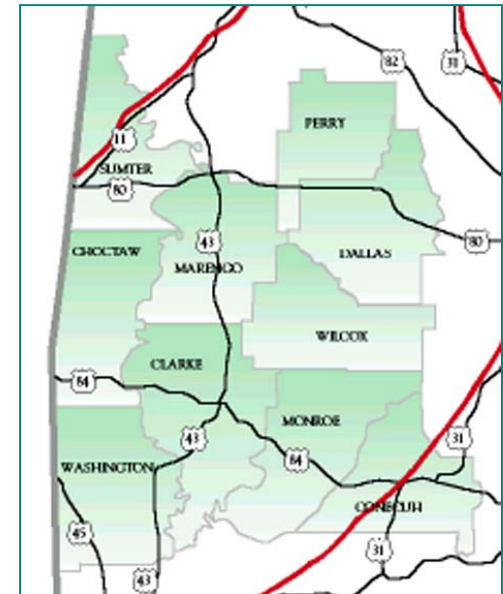
I. Introduction

The ten-county Alabama-Tombigbee Regional Commission (ATRC) territory of Southwest Alabama has been designated as Region 5 and is home to 209,045 citizens, a decline of 1.2 percent from the 1990 census. Perhaps the most homogeneous of the designated regions, each of the ten counties share problems that range from job losses in the manufacturing base including a heavy dependence on the sagging wood products and timber-based economy; to deficiencies in the educational systems and a lack of a quality highway network; to difficulty in accessing basic and emergency healthcare for rural residents and insufficient resources to provide quality care for the area's 28,400 senior and elderly residents.

While Alabama's per capita income (PCI) averages \$18,189, PCI in the ATRC counties range from \$10,903 in Wilcox County to a high of \$15,308 in Marengo County. The most recent census shows that 27.7 percent of the region's population lives in poverty and 10.3 percent of those are the region's children.

With a civilian labor force estimated at 83,370, more than 9,000 people (10.75%) are unemployed according to July 2002 statistics – almost double that of the State.

The 9,581 square miles of Region 5 constitutes 18.9 percent of Alabama’s land mass but has only 84 miles of interstate-quality highways tipping its most northwestern and southeastern counties of Sumter and Conecuh, respectively. Transportation limitations have severely and directly impacted the area’s ability to draw new industry.



Although a bleak picture is painted by the data provided by the Center for Business and Economic Research (CBER) in Section III of this report, there is growing resolve among the elected leaders and other stakeholders in the ten-county Region 5 to address common issues and work collectively to take advantage of opportunities.

Public and private sector leaders participated in two rounds of strategic planning. The results of their work and a comprehensive plan for achieving a better future for the region are included in the pages that follow.

In the first sessions (Phase I of Strategic Planning which was held during the fall and winter of 2000/2001), individual counties identified their strengths, weaknesses, opportunities and threats through a SWOT analysis. Based on their finding, each county also developed appropriate strategies to achieve five major goals that would become the framework for a regional plan:

ECONOMIC DEVELOPMENT

Create an environment that encourages economic growth while utilizing available resources.

EDUCATION

Support a system that meets the needs of the Region through a comprehensive plan of education opportunities.

INFRASTRUCTURE

To work with public and private entities to improve, expand, and maintain an infrastructure system capable of meeting and enhancing present and future needs of the Region.

LEADERSHIP

Attract and develop quality leadership that enhances the image and integrity of the Region.

QUALITY OF LIFE

To provide an atmosphere that fosters civic pride and responds to the needs and desires of the Region.



Building on the work from the first sessions, Phase II brought the local leadership together to evaluate the most pressing needs of regional importance; to reach consensus on priorities, and collectively create strategies for how they might be addressed. A total of 109 stakeholders representing the ten counties in the region were identified and formally invited to participate in the initiative. The invitation list included a diverse range of stakeholders representing local chambers of commerce, economic and industrial development authorities, schools and colleges, regional offices of state agencies and local elected officials. Personal contacts with some stakeholders and other officials were also required to be as comprehensive as possible in compiling information.

During the summer of 2002, a Regional Economic Development Strategy planning series was initiated. The first session, held on July 7th in Camden, Alabama, hosted 52 participants who identified regional strengths, barriers and opportunities after reviewing the list generated from the ATRC - Region 5 counties in 2001. The goals and strategies from those earlier sessions were also used as a foundation for beginning the process of identifying and prioritizing the programs and projects that the stakeholders deemed important and/or critical for the regional action plan.

At a second meeting held on August 7th, 27 participants reached consensus on projects and programs that not only addressed the region's goals and strategies but also addresses critical needs, takes advantage of or fulfill existing opportunities, and/or breaks through longstanding obstacles and impediments which would be given a higher priority in the ranking process. A matrix was developed depicting identified projects and programs for the region.

The final meeting was held on September 11th with 26 participants to accept final input on strategies and priorities. The matrix of State, Regional and Local Programs and Projects are included in Sections V and VI; and the priorities established by this process are summarized within, falling generally into these categories:

• Completion of North-South and East-West four lane corridors
• Development of secondary state highway network to serve outlying counties
• Regional economic development marketing and site development planning and implementation
• Funding for the Alabama-Tombigbee Area Agency on Aging
• Regional tourism/retiree attraction program
• Multi-county water project

Throughout the planning process, there was a spirit of regional cooperation and an enthusiasm for planning and implementing – together. The ATRC region and its counties and communities intend to “Speak with One Voice” and implement a plan of work that will create economic growth and a better quality of life for the citizens of Southwest Alabama.

II. Opportunities, Barriers, Key Issues

The following lists are not exhaustive but include the major points identified by local officials and stakeholders of Region 6 during Phase II of Strategic Planning. Obviously, in an area that has seen little economic or infrastructure growth and has very limited public revenue streams, much work and outside support will be required to achieve success.

Strengths

Available labor force
Natural resources including the timber industry, petroleum, rivers
Outdoor recreation: hunting, fishing and boating
Historical sites
Low crime rate
Available land
Affordable cost of living

Barriers

Highway improvements -- four-lane access needed with interstate connections
Education – inadequate school systems
Formal economic development initiatives lacking -- need jobs
Healthcare – limited access to physicians, specialists, hospitals and medical facilities
Lack of developed industrial parks and sites
Race relations
Rural transportation, paved roads and bridges
Lack of funds to expand aid to elderly

Opportunities

Tourism potential
Highway improvements (5, 10, 14, 17, 21, 22, 41, 43, 45, 80, 84, et al)
Economic development programs, economic growth and the willingness to work as a region
Industrial park improvements, industrial sites on the river, river development
Targeted development: tourism, retirees, shopping/retail, and industry
Healthcare improvements, regional healthcare center(s)
Senior Citizen care and assistance

Key Issues

Limited public revenues and resources
Funding sources
Lack of an organization to spearhead change and provide direction

III. Regional Assessment

(TO BE COMPLETED)

IV. Goals and Strategies

ECONOMIC DEVELOPMENT GOAL:

Create an environment that encourages economic growth of the Region while utilizing available resources.

STRATEGIES:

- Develop a formal regional marketing effort:
 - Define target markets/spin-offs/industry clusters
 - Identify and establish incentives (local, state, federal) and seek outside investments
 - Devise a formal marketing plan
 - Market specific sites – develop locally; market regionally
 - Actively work for four-lane highway and river development
- Institute an active program with existing industry
 - Develop comprehensive list of existing industry and survey needs
 - Encourage ASCC support for virtual incubator & small business programs
- Launch a Regional Information Center
- Present and market ourselves a more positive light
- Partner with Port of Mobile and other regions to create job opportunities in our areas
- Establish active programs and incentives to attract snowbirds who will spend money in our areas for several months at a time

ACTIONS:

1. Economic development steering committee comprised of representatives from each county and coordinated through a designated ATRC staff person.
 - Create one voice for the region: build a team at the regional level who speak for and carry information to/from local ED committees in each county
 - Define information needs; create a consistent format for data and sites and building documentation; and gather data components
 - Build capacity: Assist in identifying potential industrial sites that can be owned or optioned, and implement a regional “certified sites” program
 - Retain and support existing industry: survey for needs, research industries at risk
 - Prepare and implement a regional marketing plan to recruit targeted industries
2. Seek assistance and guidance from external organizations and agencies – APCo, U of A, etc.

3. Survey industry for educational and work force development needs

EDUCATION GOAL:

Support a system that meets the needs of the Region through a comprehensive plan of educational opportunities.

STRATEGIES:

- Establish an education / workforce development task force that includes educators, industries and business leaders
 - Bring our education system up to the "standard" with clear reports for all schools
 - Review adult education (literacy) programs and determine effectiveness
 - Improve the technology in our K-12 schools
 - Create and strengthen the relationship between public and private schools
 - Explore opportunities for a training workforce center
- Enhance partnerships among universities, community colleges and other vocational schools to create educational opportunities comparable to the larger metro schools
- Commit to education
 - Train teachers for technology
 - Work together to improve the overall excellence of our educators
- Inform and transform public thinking on the contributions and value of post secondary or vocational education to facilitate more and better jobs
- Implement and enhance distance-learning projects

ACTIONS:

1. Task force related to steering committee: look at overall picture: funding, administration, teacher training, telecommunications, value of re-establishing “trade” schools, correlation between curriculum and workforce needs of existing industry
2. Increase communication between industry and education
3. Programs to retain local high school and college graduates – build partnerships with major existing industry for prepared workers
4. Build partnerships between universities and community colleges in response to needs identified by existing industry survey
5. Locate funding for a comprehensive telecommunication network, expand technology that works into classrooms, and train teachers

INFRASTRUCTURE GOAL:

To work with public and private entities to improve, expand, and maintain an infrastructure system capable of meeting and enhancing present and future needs of the Region.

STRATEGIES:

- Survey existing industries for infrastructure improvements needed
- Develop major North-South and East-West transportation corridors
- Establish better access for counties west of Tombigbee
- Improve telecommunications infrastructure and capacity across the region
- Address needs in water/sewer facilities, wastewater treatment, and airports improvements
- Recruit or create a solid waste facility for our region

ACTIONS:

1. Identify industrial sites/property and option
2. ATRC GIS System
3. Build a viable highway transportation plan for region with main N/S and E/W Corridors and improved branch highways into entire region: US 43, US 84, I85/US 80, AL 5, AL17, AL 10, AL 21 and others
4. Locate funding for a comprehensive telecommunication network (see education)

LEADERSHIP GOAL:

Attract and develop quality leadership that enhances the image and integrity of the Region.

STRATEGIES:

- Cultivate lobbying skills and establish a regional “report card” for legislative activity
- Develop a youth leadership program and use their talents in regional programs
- Establish a regional leadership program and enhance buy-in to the regional approach to problem solving
- Focus on a regional approach for solving common problems
- Support tax and constitutional reform with a greater level of home-rule

ACTIONS:

1. Task force from steering committee
2. Develop criteria for “Speak with One Voice”
3. Report card for legislative delegation
4. Regional youth congress and local youth training and forums – seek their input and ideas
5. ED steering committee to consider regional leadership training opportunities

QUALITY OF LIFE GOAL:

To provide an atmosphere that fosters civic pride and responds to the needs and desires of the Region.

STRATEGIES:

- Convene a task force on healthcare
 - Emergency medical services
 - Higher level of basic care for some counties
- Improve our image and value diversity
- Promote recreational and community activities
- Establish a regional tourism task force
- Enhance fine arts education in public and private schools
- Organize and maintain a web site for region.

ACTIONS:

1. “First responder” services for emergency services in unserved and under-served areas – look at Choctaw County program
2. Healthcare – get every school child insured (CHIP)
3. Website for information management, economic development and tourism linked to state sites
4. Promote positives of the region including within own communities – internal marketing program (Selma example)
5. Look for creative ways to put a capital P in Promote: media or familiarization tours, direct marketing to targeted companies, etc.

V. Projects, Programs, & Priorities

STATEWIDE INITIATIVES (4)				
	Issue Category	Responsibility	Benchmark	Implementation Schedule
Constitutional Reform	Planning	Legislative	New constitution	Short Range
Transportation Planning (RPO)	Planning	ALDOT	Statewide planning	Short Range
Recapitalize Revolving Loan Fund	Economic Development	Legislature	Loan amounts New businesses Job creation Water supply	Short Range
Water Management	Quality of Life	ADEM, Legislature	Water supply	Medium Range

REGIONAL INITIATIVES (19)

	Location	Issue Category	Responsibility	Benchmark	Implementation Schedule
US 43 Corridor	Marengo, Clarke & Washington Counties	Infrastructure	ALDOT	Completion	Short Range
Expand rural transit system	Region	Infrastructure	ALDOT	Increased client base	Short Range
US 80 / I 85	Dallas, Perry, Marengo & Sumter Counties	Infrastructure	ALDOT	Completion	Short Range
Highways 5, 17, 10, 21 and others	Choctaw, Clarke, Conecuh, Dallas, Marengo, Monroe, Perry, Sumter, Washington, & Wilcox Counties	Infrastructure	ALDOT	Planning	Medium Range
US 84	Conecuh, Monroe, Clarke & Choctaw Counties	Infrastructure	ALDOT	Planning	Medium Range
Create and implement comprehensive economic development plan	Region	Economic Development	ATRC	Jobs	Short Range
Existing industry program	Region	Economic Development	ATRC	Expansion/Retention	Short Range
Regional marketing plan to include website	Region	Economic Development	ATRC	Jobs	Short Range
Develop certified competitive sites	Region	Infrastructure	ATRC	Site development	Medium Range
Education/workforce development using secondary and post-secondary components	Region	Education	AL / ATRC	Trained workforce	Medium Range
Tourism/retiree attraction	Region	Economic Development	AL / ATRC	Visitor count and revenues	Short Range
Access to basic healthcare and emergency service	Region	Quality of Life	State / ATRC	Increased services	Medium Range
Define and address healthcare	Region	Quality of Life	Ala Dept of	Increased program	Medium Range

needs and available assistance for children			Health / ATRC	participation	
Establish rural health networks dealing with hospitals, medical clinics, and physician recruitment	Region	Quality of Life	US and Ala Depts. of Health / ATRC	Funding and established county networks	Short Range
Secure funds to address and expand services for the region's senior citizens	Region	Quality of Life	ATRC	Increased services	Short Range
Create and implement technology plan to include audit and links to schools, business and industry	Region	Infrastructure	ATRC	Access to technology	Medium Range
Identify local airport deficiencies and seek funds to upgrade	Region	Infrastructure	ATRC	Certification	Medium Range
Coordinate with Emergency Management to develop hazard mitigation plan	Region	Quality of Life	ATRC	Completed plans	Short Range
Development of county/multi-county infrastructure (water and sewer systems)	Region	Infrastructure / Quality of Life	ATRC	Expanded service	Short Range

REGIONAL PRIORITIES (6)			
	Issue Category	Description	Estimated Costs

Completion of North-South and East-West four lanes	Infrastructure	Completion of US 80 & US 84 and completion of US 43 corridor and/or development of North-South corridor.	TBD
Development of secondary state highway network to serve outlying counties	Infrastructure	Upgrades to Alabama Highways 5, 10, & 17	TBD
Regional economic development marketing and site development planning and implementation	Economic Development	Develop marketing information, plan and certified sites program	TBD
Alabama-Tombigbee Area Agency on Aging	Quality of Life	Additional funds to maintain or expand programs for the elderly in the ATRC region	\$250,000/year
Regional tourism/retiree attraction program	Economic Development	Identify attractions and resources; develop marketing tools for tourism and retiree attractions	\$200,000
Multi-county water project	Infrastructure	Water treatment plant construction and distribution lines in Clarke, Wilcox and Marengo Counties	\$10-\$20 million

VI. Implementation / Next Steps

An implementation team is to be formed that will assign oversight responsibilities to appropriate local agencies that are best suited to monitor and accomplish the plan's various community and economic development goals, objectives and strategies. One primary agency plus other secondary agencies may share this oversight responsibility. This team will also oversee the formulation of projects and programs needed to implement goals.

APPENDIX: LOCAL INITIATIVES

Region 6 – Alabama-Tombigbee Regional Commission

LOCAL INITIATIVES (102)			
Project/Program	Location	Issue Category	Responsibility
Regional Wage Survey	All Counties	Econ Dev	CED Team and ATRC staff person
Sewer system rehabilitation – lagoons and main trunk lining (\$1.5 million)	Butler	Infrastructure	Town
Water lines, additional; storage tank and well (\$850,000)	Butler	Infrastructure	Town
Re-establish Choctaw Co Chamber of Commerce (\$56,000)	Butler/Choctaw County	Leadership	Town & County
Establish a Leadership Board for Change	Butler/Choctaw County	Leadership	Town & County
Seniors Center at Camden Community Center	Camden	Quality of Life	City
Locate alternate water source and improve sewer facility	Camden	Infrastructure	City
Develop industrial park and spec building	Camden/Wilcox County	Econ Dev/Site Dev	City & County
Computer skills, maintenance electricians and electronics technicians, and truck drivers training	Camden/Wilcox County	Education/Workforce Training	City & County
Start Leadership Wilcox County for 25-35 year olds	Camden/Wilcox County	Leadership	City & County
Truck bypass around Camden	Camden/Wilcox County	Infrastructure/Roads	City, County & ALDOT
Four-lane Hwy 10	Camden/Wilcox County	Infrastructure/Roads	City, County & ALDOT
Marina and lodge on Alabama River	Camden/Wilcox County	Infrastructure/Tourism	City, County & Regional Coalition
Industrial park development	Choctaw County	Econ Dev/Site Dev	City & County
Four-lane Hwy 10, 17, and 84	Choctaw County	Infrastructure/Roads	City, County & ALDOT
Choctaw County Landfill as regional landfill	Choctaw County	Infrastructure	County
Expand staff and budget for Clarke Co Economic Development (\$125,000)	Clarke County	Econ Dev	Cities & County
New industrial park development	Clarke County/Jackson	Infrastructure	City & County
Water interconnection	Clarke County/Jackson/Thomasville	Infrastructure	Cities & County
Inland container facility associated with Port of Mobile	Clarke County/Thomasville	Infrastructure/ Econ Dev	City, County & the Port

LOCAL INITIATIVES (102)			
Project/Program	Location	Issue Category	Responsibility
New industrial park development (\$2 million)	Conecuh County	Infrastructure	County EDA
Park and tennis courts revitalization	Conecuh County	Quality of Life	Cities & County
E911 service (\$1 million)	Conecuh County	Quality of Life	Cities & County
Conecuh County Lake project	Conecuh County	Quality of Life	Cities & County
China School Project – Community Center (\$350,000)	Conecuh County	Quality of Life	Cities & County
Fairview sewer extension (\$3 million)	Conecuh County	Infrastructure/ Quality of Life	Cities & County
Complete East/West highway upgrade of US 84 and designate as “El Camino Corridor” across 5-state region; adopt uniform signage	Conecuh, Monroe, Clarke & Choctaw	Infrastructure/Roads	Counties & ALDOT
Complete East/West highway upgrade of US 80/I-85	Dallas, Perry, Marengo & Sumter & Selma	Infrastructure/Roads	Counties & ALDOT
Environmental Assessment and testing at Airport Industrial Park (\$50,000)	Demopolis/Marengo County	Econ Dev/Site Dev	City & County
South Ind Park – Access road between North and South Industrial Drives (\$175,000) and entrance sign (\$20,000)	Demopolis/Marengo County	Infrastructure/Site Dev	City & County
Increase sewer capacity at South Industrial Park (\$500,000)	Demopolis/Marengo County	Infrastructure/Site Dev	City & County
Boat dock at city landing (\$10,000)	Demopolis/Marengo County	Infrastructure/Tourism	City & County
Youth Leadership Program start-up (\$5,000)	Demopolis/Marengo County	Leadership	City & County
Old school renovation for Canebrake Theater group (\$150,000)	Demopolis/Marengo County	Quality of Life	City & County
Amphitheatre at the Sportsplex (\$500,000)	Demopolis/Marengo County	Quality of Life	City & County
Center for Higher Education - Access to 2-year Community College (\$1.2 million)	Demopolis/Marengo County	Education/Workforce Training	City, County and Post-Sec
Water lines for US 43 & 84 bypass (\$500,000)	Grove Hill	Infrastructure	Town
Sewer construction for US 43 & 84 bypass (\$1 million)	Grove Hill	Infrastructure	Town
Downtown revitalization project (\$335,000)	Jackson	Econ Dev	City
Water treatment plant – 4.0 mgd (\$8 million)	Jackson	Infrastructure	City
Railroad overpass on Industrial Road (\$3 million)	Jackson	Infrastructure/Site Dev	City
Continuing payment of site work for intermediate school (\$250,000)	Jackson	Education	City & County BOE
Access to vocational/technology training	Lisman	Education/Workforce Training	Town & County BOE

LOCAL INITIATIVES (102)			
Project/Program	Location	Issue Category	Responsibility
Form local CED Team	Lisman	Econ Dev	Town & County
Local tourism brochure	Lisman	Econ Dev/Tourism	Town & County
North/South highway upgrade of US 43 to corridor quality	Marengo, Clarke, Washington (and Greene)	Infrastructure/Roads	Counties & ALDOT
Water plant & source improvements (\$385,000)	Marion	Infrastructure	City
Sewer to Vaiden Industrial Park (\$500,000)	Marion	Infrastructure/Site Dev	City
Construct a day care/job training facility (\$650,000)	Marion	Education//Workforce Training	City & County
Access road to industrial sites on US 45 (\$500,000)	Marion	Infrastructure/Site Dev	City & County
Improve healthcare service in Perry County	Marion/Perry County	Quality of Life/Health Care	City & County
Dialysis clinic	Marion/Perry County	Quality of Life-Healthcare	City & County
Boys & Girls Club (\$500,000)	Marion/Perry County	Quality of Life	City & County
Industrial/Commercial recruitment (\$50,000)	Marion/Perry County	Econ Dev	City & County
Street paving project (\$550,000)	Marion/Perry County	Infrastructure/Roads	City & County
Provide a youth entrepreneur workshop (\$5,000)	Marion/Perry County	Leadership	City & County
Main Street Program (phased)	Monroeville	Econ Dev	City
Building for Manufacturing Incubator (\$60,000 + improvements)	Monroeville/Monroe County	Econ Dev	City & County
Monroe County video for television, cable and internet streaming (\$5,150)	Monroeville/Monroe County	Econ Dev/Tourism	City & County
Welcome Center with industry exhibits	Monroeville/Monroe County	Econ Dev/Tourism	City & County
Advertising/promotional support for Retiree Attraction and Tourism in regional publications and Chicago area (\$70,000)	Monroeville/Monroe County	Econ Dev/Tourism	City & County
Monroe Co Airport – AWOS, parallel taxiway, additional land acquisition	Monroeville/Monroe County	Infrastructure	City & County
Program Director for Leadership Monroe County	Monroeville/Monroe County	Leadership	City & County
Van or trolley for public transportation/shuttle service (\$30,000)	Monroeville/Monroe County	Quality of Life	City & County
Continued support of Alabama Reading Initiative	Monroeville/Monroe County	Education	City & County BOE

LOCAL INITIATIVES (102)			
Project/Program	Location	Issue Category	Responsibility
River development – marina, deep water docking facilities	Monroeville/Monroe County	Infrastructure/Tourism	City, County & Regional Coalition
Development of Barton Beach/Perry Lake Recreation Park (\$200,000)	Perry County	Infrastructure/Tourism	County
Development of a regional airport in Browns (\$500,000)	Perry County	Infrastructure/Tourism	County
Junior Commission Court to enhance youth leadership skills ((\$3,000)	Perry County	Leadership	County
Highway design for CR 35 to connect with US 80; complete bridge restorations countywide; and sewage system for regional airport (\$20 million)	Perry County	Infrastructure/Roads	County & ALDOT
Improve city parks	Pine Hill	Quality of Life	City
Pave/resurface city streets	Pine Hill	Infrastructure/Roads	City
Four-lane Hwy 5 from Thomasville to Pine Hill	Pine Hill/Wilcox and Clarke County	Infrastructure/Roads	Cities, Counties & ALDOT
Improve housing stock	Selma	Quality of Life	City
Develop Truth and Reconciliation Commission/ The Selma Plan	Selma	Leadership	City & County
Investigate school system merger – Selma & Dallas County	Selma	Education	City & County BOE
Early Education Learning Center	Selma	Education	City & County BOE
Additional funding for SABRA Sanctuary for battered Women and children (\$17,500)	Selma/Dallas County	Quality of Life	City & County
Solid Waste Authority	Selma/Dallas County	Infrastructure	City & County
Dual access road to Craig (pave Hwy 145); industrial access road linking Craig and South Dallas IP to Hwy 160 (\$2.6 million)	Selma/Dallas County	Infrastructure/Site Dev	City & County
Expand leadership program to Junior High Schools (\$10,000 to Auburn Coop Extension Service)	Selma/Dallas County	Leadership	City & County
Alabama Workforce Program – expansion of GED program (\$150,000)	Selma/Dallas County	Education/Workforce Training	City & County BOE
Complete four-laning for 22 miles of US 80 from Selma to MS line	Selma/Dallas County	Infrastructure/Roads	City, County & ALDOT

LOCAL INITIATIVES (102)			
Project/Program	Location	Issue Category	Responsibility
Riverfront development	Selma/Dallas County	Infrastructure/Tourism	City, County & Regional Coalition
Define Target Markets	Selma/Dallas County	Econ Dev	Selma EDA
Hire economic developer for two-county area (\$50,000)	Washington and Butler/Choctaw Counties	Econ Dev	Cities & Counties
Daycare Center	Washington County	Quality of Life	
Local economic developer	Washington County	Econ Dev	Cities & County
Increase funding for elementary/secondary schools	Washington County	Education	Cities & County BOE
Establish Alabama Reading Initiative and technology in classrooms	Washington County	Education	City & County BOE
Four-lane US 45 in county	Washington County	Infrastructure/Roads	City, County & ALDOT
Four-lane US 43 to Tuscaloosa	Washington County	Infrastructure/Roads	City, County & ALDOT
Four-lane US 84 to Mississippi	Washington County	Infrastructure/Roads	City, County & ALDOT
Sewer for McIntosh and other urgent area	Washington County	Infrastructure	County
Public water project completion	Washington County	Infrastructure/Tourism	County
Recreation site development on the Tombigbee	Washington County	Infrastructure/Tourism	County
Law enforcement funding	York	Quality of Life	Town
Additional classrooms	York	Education	Town & County BOE
Teachers' workshops	York	Education	Town & County BOE
Add camping area and small parks at Marina	York	Infrastructure/Tourism	Town
Industrial park development	York/Sumter County	Econ Dev/Site Dev	Town & County
Replace water and sewer lines	York/Sumter County	Infrastructure	Town & County